



OUR PERSONNEL

CAPABILITIES

In the language training field, we possess full professional competence (in terms of know-how but not necessarily strength) for the conduct and direction of instruction at all levels in Chinese, French, Finnish, German, Greek, Italian, Japanese, Latvian, Russian, Spanish, Swedish, and Turkish. We have at least limited competence in most Slavic languages, the Turkic languages of Central Asia, and Arabic. We have virtually no competence in the languages and important dialects of South Asia, Southeast Asia and Africa.

In the area training field, we recognize the impracticality of securing the permanent services of specialists in all world areas. Nor do we wish to have area instruction conducted with School staff alone, but prefer to make use of specialists employed elsewhere in the Agency, intelligence community, or government. Nevertheless, we consider our small internal staff quite competent with reference to Russia, Western Europe, Japan and the Middle East. We have limited area competence for Eastern Europe, Central Asia, Scandinavia, and China. For South Asia, Southeast Asia, Africa, Korea and Latin America we have very little or no competence.

"Bonus" competences possessed by our staff include instructors fully qualified at the collegiate level in the fields of political science, constitutional law, history, religion (Far East), geography, economics, maritime history, and geology. Our personnel also possess qualifications for instructing in civil affairs, military government,

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[REDACTED] and maritime matters. All but two of the professional staff have advanced degrees or are in the last stages of completing requirements for the Ph.D.; nearly all have had experience teaching in colleges and universities both in the United States and abroad.

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THE STAFF

The regular School staff consists of twenty-five regular staff employees, a fluctuating number of contract employees, and a varying number of non-OTR staff and contract employees on detail to the School, and staff employees serving as volunteer language instructors in the Voluntary Language Training Program.

The staff employees consist of two administrative professional employees not providing instruction (the Chief of the School and an Administrative Officer), two testing and research specialists, [REDACTED] language and area instructors, two clerical personnel for records and public contacts, five clericals for typing and processing tests, preparing copy of instructional materials for classroom and publishers, preparing reports on students, supervising libraries, and providing secretarial support for the [REDACTED] professional employees, and two laboratory technicians. These are the "key" people in our program who represent the quality core of the staff of scientific linguists who have specialized in the field of linguistics, of trained and experienced area specialists and trained electronics specialists.

The contract employees at present consist of [REDACTED] full-time 25X9 instructors, five part-time instructors, and one full-time laboratory technician. While the functions of these employees differ from those of the staff employees whose activities they largely support, their services should not be deprecated. They are fully essential to the

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efficiency and high quality instruction we are developing. They bring native fluency to language instruction, and a type of area expertise seldom possessed by native Americans. The contract employee is not a substitute for the native American staff employee; rather the two complement each other, providing, in combination, a richness of talents that would be hard to duplicate without this combination. These employees provide the great amount of intensive drill that is essential in language instruction, they contribute quality substance to area training, and in some instances they provide language instruction without supervision of a linguist (not preferable usually, unless the person has had training in linguistics or extensive experience under supervision of a linguistic scientist, but unavoidable with the present staff of "key" personnel).

Detailed personnel include one staff employee detailed here for non-arduous work dictated by health considerations and two contract employees. The occasional desire of an office, for one reason or another, to detail an employee here for productive work has permitted the School to provide training opportunities otherwise impossible. At present, for example, our current Chinese program (far from adequate in quantity) and our intensive Polish course are conducted by two of the three persons presently detailed here. This is fine, even though not completely satisfactory.

Volunteer Language Instructors teaching in the Voluntary Language Training Program are qualified staff employees from throughout the Agency who, under direction and supervision of the School, provide instruction for the language courses conducted out-of-hours for all Agency

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employees. In the current trimester, these instructors have numbered around [REDACTED] persons.

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NOTE

Besides broadening our competences by selecting instructional personnel with talents in addition to those for which they are primarily employed, we endeavor to select technical and clerical personnel also with this thought in mind. This policy and practice, for instance, has twice during the past year, made it possible for us to meet crises through temporary diversion of qualified technical and clerical personnel to instruction in Polish and French that we otherwise could not have handled. Moreover, we also encourage desirous clerical personnel to participate in our language training program; during the past several years five clerical persons have studied German, Russian and Lithuanian.

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